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23 JUN 1976

MEMORANDUM FOR: Director of Training  
FROM : [REDACTED] 25X1  
Orientation Coordinator  
VIA : Chief, Functional Training Division  
SUBJECT : Course Report, Scientific and Technical  
Collection Orientation for DDO Officers

1. General: A six-day Orientation was conducted for 18 trainees at Headquarters, Rooms 1A13 (2-4 June) and 1A07 (7-9 June). This was a smaller class than the November 1975 running but was a good group in terms of attendance, interest, and representation from different DDO components. The Orientation objectives remained essentially the same as in the November running: (a) to familiarize officers with collection responsibilities in the field of science and technology; (b) to highlight significant foreign scientific and technical capabilities; (c) to familiarize officers with the Agency's organization for S&T, current requirements, information gaps, and various strategies and approaches to collection, and (d) to provide an opportunity for DDO officers to become acquainted with their counterpart analysts in the DDS&T. Almost all trainees rated the Orientation most favorably on the first two objectives, but a number of trainees noted some shortcomings in meeting the third objective. The fourth objective was not evaluated; however, several trainees commented in their evaluation that they had benefited from the exposure to various DDS&T officers who participated in the training. As in the past, DDS&T participation was excellent and included the newly appointed DDS&T Deputy Director, the Associate Deputy Director, as well as all key division and branch chiefs.

25X1 2. Student Body: In addition to [REDACTED] from the 25X1  
25X1 DDO, there were [REDACTED] enrolled from the Office of  
Technical Service, DDS&T. Of the [REDACTED] 25X1  
[REDACTED] 25X1  
[REDACTED] Grades ranged from GS-09 - 14, with the 25X1  
median being in the high GS-12 range. Four prospective  
trainees cancelled out about a week before the Orientation,  
presumably because of other commitments. (See Attachment A,  
Student Roster.)

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3. Trainee Participation: In contrast with the November 1975 running where trainee attendance was a problem, little difficulty was experienced in this regard in the current running. Perhaps one reason for this was a looser training schedule, allowing trainees more time in the late afternoon to touch base with their office components. Student response during and after formal presentations was high, as well as in wrap-up panels which were included after each major block of instruction. A number of trainees commented in their evaluations that some if not all of the wrap-up panels could be eliminated if more time was allowed for questions after each presentation.

4. Evaluation Comments: As indicated in the attached Orientation Evaluations, the training was generally well received. (See Attachment B, Critique.) Prior to running the current Orientation, the OTR Coordinator met with [REDACTED] the DDS&T Coordinator, and a review was conducted of the recommendations made after the fall 1975 program. After the review, the recommendations were summarized and distributed to each DDS&T participant. It is believed that this review was useful in focusing more attention on identifying indicators for [REDACTED] giving examples where possible of how DDO collection was used in formulating DDS&T reports and in orienting presentations more toward DDO HUMINT capabilities [REDACTED] DDS&T speakers were also admonished to keep down the number of vu-graphs used during a presentation, a problem that has frequently come up in the past. Although considerable progress was made in these four areas in the current running, it is quite apparent that there is still much room for improvement. A number of Orientation evaluations noted that they had problems understanding how S&T collection requirements are generated, how tasks are assigned, where the field case officer fits into the collection process, what indicators the collector should look for, and what collection strategy should be used. Undoubtedly, some of these questions are inherent in attacking any hard target, and there may not be any simple or easy answers. However, some thoughtful suggestions were offered by a number of trainees, such as (a) to include in future runnings a number of case histories of successful operations based on close DDS&T analyst and DDO case officer collaboration; (b) to explain in more detail how the requirement system works and tasks are levied within the DDO; (c) to focus more attention on intelligence gaps and indicators, and (d) to provide the DDO officer a better understanding of what a DDS&T analyst does, what clues he looks for, and what the customer of the finished intelligence is interested in finding out.

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With few exceptions, almost all trainees thought that the present coverage was more than adequate, although it was noted that the DDO panel on HUMINT perspectives could have been better, more film could have been used to explain basic scientific principles, and by some tightening up of presentations, the entire Orientation could have been given in five days. (See Attachment C, Summary of Evaluations.)

5. Major Changes in Current Running: Although the Orientation content of the current program followed closely that presented in the fall 1975 running, a number of changes were made in sequence of presentation, content of the "Overview," and in coverage of individual presentations. (See Attachment D, S&T Schedule.) In contrast with the fall 1975 running, where the Orientation started out with a presentation by the Associate Deputy Director on the DDS&T, in the present running the entire morning of the first day was largely taken up by the NIO Officer for Special Activities.

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The "Prospectives for S&T Collection," was a new presentation and probably a good idea, but the panel was dominated too much by one participant.

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In commenting on the presentations in the Physical Sciences and Technology and Military Technology blocks, a few trainees expressed the view that the Physical Sciences coverage was somewhat redundant. In recent months this Division has been expended, as reflected in the presentations

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who spoke on Science Policy and Technology Transfer. It may well be that this is a new area of Agency interest which has yet to be fully developed or appreciated. The Military Technology presentations were well presented. [REDACTED]

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The Life Sciences block, in the opinion of the OTR Coordinator, did not measure up to previous runnings. Perhaps one reason for this is that much of what was discussed was not new, and what was new, such as the activities of the new Behavioral Sciences Branch, have yet to fully get off the ground.

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The Nuclear Energy Block, the last to be presented, was generally well received. [REDACTED]

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There was some redundancy among the various presentations in this block including, for example, the use of the same vu-graph by three different speakers, a problem which needs to be corrected in future presentations.

6. Recommendations:

a. Reduce Orientation running time to five days by eliminating redundancy, combining some presentations (notably in Physical Sciences and Technology), and eliminating or shortening panels at the end of each major block of instruction.

b. Refocus or drop "Prospectives for S&T Collection by HUMINT Sources." If panel is to be refocused, more attention needs to be given on access to hard targets, possible strategies, pilot collection programs, as opposed to limitations of agents as collectors. If subject is dropped, time could be better spent on basics of how DDO levies requirements and tasks agents, using actual case history to illustrate process and problems.

c. Include talk, perhaps in "Overview," of how DDS&T analyst functions: what analyst does in course of a day, how analyst interrelates with DDO, use of research methodologies, how deductions are made, etc.

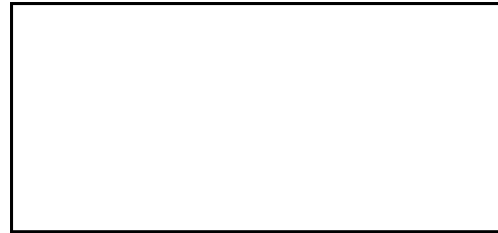
d. Include more film to break up lecture presentations and to illustrate basic scientific principles such as nuclear energy, weapons systems, physical sciences and life science.

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e. Look into possibilities of visiting nearby nuclear power plant, ship design bureau, and laser high energy pulse design bureau.

f. Continue to emphasize to speaker participants the importance of identifying collection indicators, noting information gaps, and suggesting possible areas and approaches for HUMINT collection.

g. Continue reducing the number of vu-graphs used by various speakers. (Start by setting limit of 10.)



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Attachments

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